

Strategic Goal

Achieve the General Plan Visions and Goals

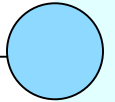


We are committed to implementing the vision and goals in the newly adopted General Plan. These include:

- Create sustainable, mixed-use and transit friendly villages in the east and west
- Attract and build a major University campus and the National Energy Center for Sustainable Communities
- Partner to build an associated technology park employment center
- Preserve the unique and memorable qualities that define our community character



Achieve General Plan Vision & Goals



Project: Eastern Urban Center

Description:

The three hundred acre Eastern Urban Center is proposed to be a walkable urban community comprised of offices, retail, housing and public park spaces and facilities. It will be a major new employment center for Chula Vista, potentially symbiotic in its relationship to the future University and National Energy Center for Sustainable Communities. An urban greenbelt and transit corridor will traverse through the core, allowing all forms of alternative transportation. Buildings will be multi-story, and many will be mixed use. The land use pattern will be compact and efficient and the street pattern in the Core will be a grid with buildings fronting the sidewalks. Bus Rapid Transit and local transit will connect those who work, live and visit the EUC with the rest of Otay Ranch, Chula Vista and the region.

Metric: Complete the Sectional Planning Area Plan and EIR by September 2007

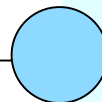
Key Work Program Items: 01, 02, 05

| Resources Required (Within Baseline Budget) | |
|---|----------------------------|
| Staff Positions | 2.5 FTE |
| Consultant(s) | Planning, EIR, Economic |
| Revenue Offset/ Source | Developer Deposit Accounts |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
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| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | SPA Plan | | | | | | | | | | | | | | | | | | | | |
| 2 | Subdivision | | | | | | | | | | | | | | | | | | | | |
| 3 | Construction | | | | | | | | | | | | | | | | | | | | |



Achieve General Plan Vision & Goals



Project: Creating New Eastern Chula Vista Villages

Description:

We will accommodate regional housing needs and expand our urban development to include three new communities: Villages: 2, 8, and 9 and potentially 13. In aggregate these villages will upon buildout add 14,000 new homes, 40 acres of retail over 100 acres of parks and 1,200 acres of permanent habitat to the City. Likewise, a regional employment center, the Eastern Urban Center (EUC) will contribute significantly to Chula Vista's employment base for the 21st century.

New Village Plans will be according to sustainable planning and building practices. Providing "sense of place", social interaction, transportation alternatives, diverse housing choices, fitness and recreation, and stimulating our economic growth are all part of the vision. The EUC will be closely related, both geographically and economically, to the University. By promoting compact "smart growth," we are fulfilling the policies in the General Plan and CO₂ Reduction Plan.

Metric: Complete Sectional Planning Area Plans for Villages 8 and 9 by June 2008

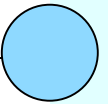
Key Work Program Items: 01, 02, 03, 05, 06, 07

| Resources Required (Within Baseline Budget) | |
|---|-----------------------------|
| Staff Positions | 4.5 FTE |
| Consultant(s) | EIR, Economic |
| Revenue Offset/ Source | Developer Deposits Accounts |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
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| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Village 2 Implementation | | | | | | | | | | | | | | | | | | | | |
| 2 | General Development Plan | | | | | | | | | | | | | | | | | | | | |
| 3 | Village 8 and 9 SPA Plan | | | | | | | | | | | | | | | | | | | | |



Achieve General Plan Vision & Goals



Project: Establishing a Major University

Description:

We are negotiating the land deal to attract and create a major combined university campus. The Planning and Building Department will produce a SPA Plan for the approximate 450 acre university site. It is anticipated that, together with the National Energy Center for Sustainable Communities (NECSC), these institutions will create sufficient synergy to attract a variety of research and development firms and entities to Chula Vista's new Eastern Urban Center. These potential sources of job growth would otherwise not locate here. Innovation technology and applied research may yield jobs in technology fields related to alternative energy and resource conservation. A "rule of thumb" that derived from the Silicon Valley experience is: for every Nobel laureate at the local University, 80,000 high paying jobs arise in the local economy.

Metric: Complete land negotiations, Sectional Planning Area Plan and EIR by June 2008

Key Work Program Items: 02, 04

| Resources Required (Within Baseline Budget) | |
|---|-------------------------------------|
| Staff Positions | 1.5 FTE |
| Consultant(s) | EIR, University, Planning, Economic |
| Revenue Offset/ Source | General Fund, Other |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
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| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Land Negotiations | | | | | | | | | | | | | | | | | | | | |
| 2 | General Development Plan Amd. | | | | | | | | | | | | | | | | | | | | |
| 3 | University SPA Plan | | | | | | | | | | | | | | | | | | | | |



Achieve General Plan Vision & Goals

Project: The National Energy Center for Sustainable Communities

Description:

The National Energy Center for Sustainable Communities (NECSC) has selected to locate in Chula Vista. The NECSC selected us for our potential and reputation in fields associated with CO₂ reduction and because we are on the verge of establishing a major university campus. The \$10 million institute will research energy-efficient technologies. The center, the first in a global network of such facilities, would focus on building neighborhoods that consume less energy and produce less waste. The NECSC creates tremendous opportunities for partnership and synergy between the City, private developers, universities and applied technology businesses. We will assist them by doing the land planning and permitting for the facility. The Planning and Building Department will work with the Center and the development community on an ongoing basis to implement the energy saving measures.

Metric: Voluntary adoption of Sustainable Community recommendations for 25% of residential construction under permit by Fall 2008

Key Work Program Items: D5, A10, O2

| Resources Required (Within Baseline Budget) | |
|---|--|
| Staff Positions | 2.0 FTE |
| Consultant(s) | |
| Revenue Offset/ Source | General Fund, Developer Deposits, Grants |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
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| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Program Development | | | | | | | | | | | | | | | | | | | | |
| 2 | Implementation | | | | | | | | | | | | | | | | | | | | |
| 3 | Construction | | | | | | | | | | | | | | | | | | | | |



Achieve General Plan Vision & Goals

Project: Western Chula Vista Specific Plans

Description:

The revitalization of western Chula Vista will continue to be a major focus. This project will target five focus areas: Palomar Street, West Fairfield, South 3rd Avenue, Main Street, and Broadway. The village concept will feature sustainable, mixed-use development near transit. Additionally, we will preserve the character and walkability of existing neighborhoods, enhance our image by improving our gateways, and create jobs and neighborhood services as we revitalize commercial areas. A public improvement and amenities program will be designed to assure that people are served with sufficient parks, community centers and other needed infrastructure.

Metric: Adoption of Specific Plan Framework by Winter 2006

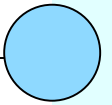
Key Work Program Items: A4, O1, A5, A7, A11, A12, A13, A14, A16

| Resources Required (Within Baseline Budget) | |
|---|----------------------------------|
| Staff Positions | 2.55 FTE |
| Consultant(s) | EIR, Economic |
| Revenue Offset/ Source | Developer Deposits, General Fund |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
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| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Framework Strategy | | | | | | | | | | | | | | | | | | | | |
| 2 | Specific Plan A | | | | | | | | | | | | | | | | | | | | |
| 3 | Specific Plan B | | | | | | | | | | | | | | | | | | | | |



Achieve General Plan Vision & Goals



Project: Zoning Ordinance Update and Defining Community Character Guidelines

Description:

Per State and local law, our Zoning Ordinance must be consistent with our newly adopted General Plan. We will update and revise the existing Zoning Ordinance to meet our legal mandate and prepare sites for private investment. We will prioritize mixed-use and transit oriented zone districts and design guidelines to reflect the contemporary urban landscape of the 21st century.

Metric: Draft Amendments by Spring 2008

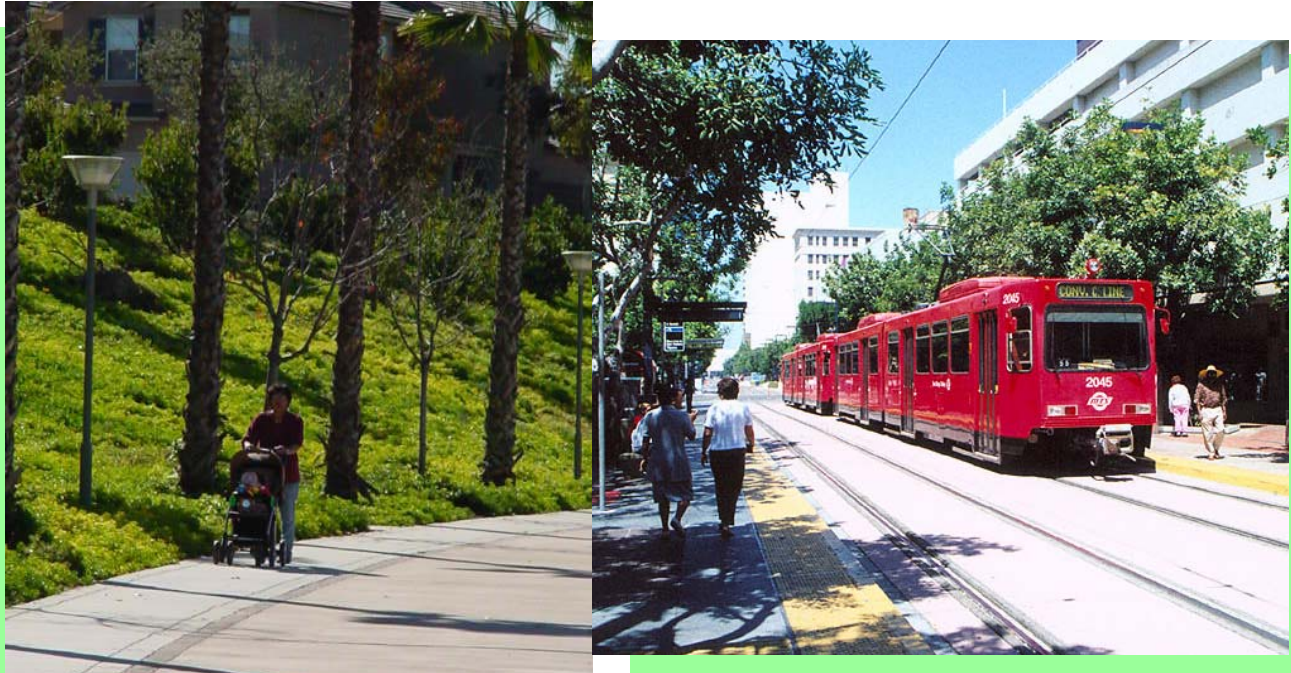
Key Work Program Items: A24, D3, DP6, DP7, DP8, DP14, DP15, DP16

| Resources Required (Within Baseline Budget) | |
|---|----------------------------------|
| Staff Positions | 10.5 FTE |
| Consultant(s) | Planning, Design |
| Revenue Offset/ Source | General Fund, Developer Deposits |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|-------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Work Program | | | | | | | | | | | | | | | | | | | | |
| 2 | Draft Amendments | | | | | | | | | | | | | | | | | | | | |
| 3 | Public Review, Adoption | | | | | | | | | | | | | | | | | | | | |

Strategic Goal

Ensure a Safe, Sustainable and Quality Community



Chula Vista is one of the fastest growing cities in the nation. As we manage our growth, it is our responsibility and duty to assure that new development is sustainable, safe and high quality. New development and redevelopment will

- Reduce resource consumption and CO2 emissions
- Retain the historic and natural character that defines us
- Rehabilitate areas that suffer from neglect
- Prepare for emergencies and natural disasters



Ensure a Safe, Sustainable & Quality Community

Project: Safety through Code Enforcement

Description:

We have expanded our proactive code enforcement program with the "Community Improvement Program" to geographically assign officers to different neighborhood areas of the city. In partnership with other departments and agencies, neighborhood residents and businesses, we work to eliminate substandard and hazardous conditions in Chula Vista, e.g., unsafe and unsanitary living conditions, abandoned vehicles, property, and buildings, accumulation of refuse and garbage, hazardous materials, equipment or storage. Last year we raised 1,100 living units from substandard to standard or good living conditions. Our goal is to sustain this level of achievement.

Metric: Convert 1,100 living units a year from substandard to safe condition

Key Work Program Items: C1 – C13

| Resources Required (Within Baseline Budget) | |
|---|---------------------------|
| Staff Positions | 13.0 FTE Annually |
| Consultant(s) | |
| Revenue Offset/ Source | Fees, Fines and Penalties |



Ensure a Safe, Sustainable & Quality Community

Project: Sustainability Programs for Resource Efficiency and CO₂ Reduction

Description:

We will continue to hold our worldwide leadership position in sustainable planning and building practices. Our accomplishments in this area have attracted such esteemed institutions as the National Energy Center for Sustainable Communities (NECSC). We are producing global models of sustainable communities as we plan and construct Otay Ranch's Village Two, McMillan's Eastern Urban Center, and Otay Land Company's Village Nine. CO₂ reduction and resource conservation outcomes from these projects will inspire spin-offs. Establishing the University Campus and associated technology park will produce scientific endeavors and practical applications that can continue to benefit not only our community, but also the global community.

We will be continue partnerships with a growing number of research and development institutions, starting with NECSC, as we revamp and update our CO₂ reduction programs, like Greenstar, and reset our goals higher for sustainable planning and building practices using national standards like LEED and LEED ND.

Metric: Avoid 2,600 tons CO₂ annually

Key Work Program Items: 01, 02, 03, 05, 06, D5, A10

| Resources Required (Within Baseline Budget) | |
|---|------------------------|
| Staff Positions | 5.0 FTE |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees, Grants |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|----------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Update Greenstar | | | | | | | | | | | | | | | | | | | | |
| 2 | Evaluate National Programs | | | | | | | | | | | | | | | | | | | | |
| 3 | Implement New Standards | | | | | | | | | | | | | | | | | | | | |



Ensure a Safe, Sustainable & Quality Community



Project: Sustainability Programs for Open Space Management

Description:

We will continue management of the Multiple Species Conservation Program (MSCP) and utilize Special Area Management Plans (SAMP) as resource management devices. These programs provide comprehensive, long-term habitat protection to address the needs of multiple species and the preservation of natural vegetation and aquatic communities in San Diego County. By protecting sensitive plant and animal species the MSCP eliminates the need to list the species as endangered under Federal and State Endangered Species Acts and reduces the costly permit process for private landowners and public agencies. The SAMP is used to assist the federal, state and local regulatory agencies with their decision making authority regarding the protection of aquatic resources, thereby streamlining the regulatory permitting process under the Clean Water Act (Section 404) and Fish and Game Code (Section 1600) and overall improving the efficiency of state-wide permitting programs.

The Otay River Watershed Management Plan (ORWMP) is a major component of the MSCP. The ORWMP involves characterizing the Otay River watershed's various resources and land uses; identifying goals and objectives; assessing and prioritizing threats to existing beneficial uses and natural resources; identifying implementation strategies for the protection, enhancement, and restoration of beneficial uses and natural resources, including a water quality monitoring program to monitor, maintain, and enhance water quality. The County of San Diego and Cities of Chula Vista, Imperial Beach and San Diego, and the Unified Port of San Diego entered into a Joint Exercise of Powers Agreement (JEPA) to develop and adopt the ORWMP.

Metric: 4,260 acres of permanent preserve will be managed and 6,325 acres of open space will be conveyed to preserve by 2010

Key Work Program Items: A2, A5, A8, A9, A10, A17, A18, A19, D16

| Resources Required (Within Baseline Budget) | |
|---|------------------------|
| Staff Positions | 4.6 FTE |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees, Grants |



Ensure a Safe, Sustainable & Quality Community



Project: Sustainability Programs for Historic Preservation

Description:

An historic preservation ordinance will provide clear direction for implementing the objectives and goals in the General Plan. Council has directed the ordinance contain:

- Certified Local Government (CLG) program
- Qualified historic review board
- Design guidelines for historic resources
- Secretary of Interior's Standards for the Treatment of Historic Properties
- Incentive programs for the preservation of historic resources.
- Survey and inventory of historic resources.
- Opportunities for public outreach and education.

Metric: Double the number of historic landmarks on our inventory, from 30 to 60, by 2010 and adopt ordinance and program by Spring 2008

Key Work Program Items: DP13

| Resources Required (Within Baseline Budget) | |
|---|---------|
| Staff Positions | 1.5 FTE |
| Consultant(s) | |
| Revenue Offset/ Source | |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|--------------------------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Draft Program and Ordinance | | | | | | | | | | | | | | | | | | | | |
| 2 | Public Evaluation and Revision | | | | | | | | | | | | | | | | | | | | |
| 3 | Adoption and Implementation | | | | | | | | | | | | | | | | | | | | |



Ensure a Safe, Sustainable & Quality Community



Project: Emergency Preparedness through the Urban Wildland Interface Code

Description:

We will address the City's highest risk from natural disasters. As a direct response to the San Diego County wildfires of October 2003, this program will include changes to building code for brush clearance standards to create defensible spaces. An emphasis will be placed upon fire protection that is compatible with management of sensitive species habitat in open space.

Metric: Adoption of an updated Urban Wildland Interface Code by Spring 2007

Key Work Program Items: D6, D15, D16, B8

| Resources Required (Within Baseline Budget) | |
|---|----------------|
| Staff Positions | 1.73 FTE |
| Consultant(s) | |
| Revenue Offset/ Source | Developer Fees |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|-----------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Draft and Adopt | | | | | | | | | | | | | | | | | | | | |
| 2 | Implementation | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |



Ensure a Safe, Sustainable & Quality Community



Project: Emergency Recovery through Automation Upgrades

Description:

We utilize Accella software in our building automation technology. The same technology has recently been used by the City of New Orleans to assist in the post-Katrina recovery. Inspections of devastated neighborhoods and business districts are being accelerated in the Gulf flooded areas and inventoried many times faster than they would without the hand-held software capabilities.

As we upgrade our technology, expand out database and improve our day-to-day efficiencies, we continue to coordinate and provide resources to the Citywide Emergency Response effort. The tragedy in the Gulf has provided the impetus for all cities and all departments to heighten their state of readiness. We are contributing our professional abilities and technology to Chula Vista's comprehensive "readiness" and "recovery" effort.

Metric: All staff trained in using wireless post-disaster emergency response software in full-scale drill by Summer 2007

Key Work Program Items: D15, D7, DP17

| Resources Required (Within Baseline Budget) | |
|---|---------|
| Staff Positions | 1.5 FTE |
| Consultant(s) | Accella |
| Revenue Offset/ Source | |

| | Task | 2006 | | | | 2007 | | | | 2008 | | | | 2009 | | | | 2010 | | | |
|---|-----------------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|
| | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | | Quarter | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Accella Upgrade | | | | | | | | | | | | | | | | | | | | |
| 2 | Implementation | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | |